

# ***Employee Wellness Program for the City of San Antonio***

*Operating Plan  
July 2007*

***The first wealth is health  
– Ralph Waldo Emerson***

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## **Executive Summary**

Since the mid-1990s, the City of San Antonio has offered wellness opportunities to its employees. Initiatives have ranged from discounted health and fitness services, to enhancements of the health plan. In the last year, the number and breadth of wellness initiatives implemented for City employees has increased dramatically, led by Human Resources and the *Steps to a Healthier San Antonio* program. For example, all employees and covered spouses who completed a Health Risk Assessment in November 2006 received a \$100 contribution into a flexible spending account. The *Steps to a Healthier San Antonio* program also facilitated initiatives like the recruitment and orientation of department Wellness Team Leaders, group walking programs, and a weight loss challenge.

In an effort to take all the beneficial, yet disconnected initiatives, and place them into a cohesive employee wellness program, the City is instituting a comprehensive plan that utilizes a multi-faceted approach to employee wellness, which includes evidence-based, results-oriented initiatives that focus on awareness, education, lifestyle and behavior change, and organizational and environmental support.

The three primary goals of the employee wellness program are:

1. To establish and maintain a **corporate culture of wellness** and health.
2. To establish and maintain a **physical work environment** that is conducive to the adoption and maintenance of healthy behaviors.
3. To **enhance the employee benefits** plan to reflect the health and wellness needs of CoSA employees and their families.

According to *Changing the Health Care Paradigm: The Case for Investment in Worksite Wellness in Texas*, published by the Texas Coalition for Worksite Wellness, every dollar invested in worksite health promotion yields \$3.50 to nearly \$6 in savings through reduced absenteeism, increased productivity, and decreased health care costs. The Texas Department of State Health Services states that at least 50% of an organization's health care costs are driven by lifestyle-related behaviors of the employees, such as smoking, poor diet and lack of exercise. Those same behaviors are directly related to

the leading causes of death and disability, including cardiovascular disease, diabetes, and stroke.

In FY 2005-2006, CoSA spent almost \$50 million in direct health care costs on active employees and their dependents. A significant portion of that was spent on chronic diseases that can be affected by the lifestyles and behaviors CoSA employees engage in. Employee health data collected in November 2006 revealed some startling statistics.

- 27% have diabetes or high blood sugar
- 45% do not engage in regular exercise
- 80% are overweight or obese
- 13% use tobacco
- 96% consume less than 5 fruits or vegetables per day
- 12% missed 5 or more work days last year because of sickness

In order to reduce financial costs and to positively affect employee health and lifestyles, the initiatives of the employee wellness program will focus on the issues of **disease management, physical activity, nutrition, stress management, tobacco cessation, and organizational support.**

By following the Wellness Council of America's Seven Benchmarks of Success, these issues will be addressed strategically by establishing a corporate culture of wellness within CoSA. A framework that supports wellness will be institutionalized that will include a Wellness Manager, a Wellness Advisory Committee, Departmental Team Leaders, and other supporting staff to administer the program. Administrative Directives and policies that address health and wellness at the workplace will be put in place that will increase accessibility to healthier options for employees, as well as ensure sustainability of the program. A wellness section will be added to the CoSA website that will grow from an informational resource to an interactive tool. Environmental changes, such as stairwell revitalization, will encourage employees to engage in healthy behaviors. With the assistance of the Third Party Administrator, the employee health plan will be enhanced to include a wellness component that will assist in the prevention and management of chronic disease. These initiatives, along with continued programming such as wellness seminars, fitness center discounts, and walking groups will lay the foundation for the future of the employee wellness program.



Evaluation of the program and its individual components is essential to measure success. Health data and financial costs will be collected, reviewed and analyzed on an annual basis. Baseline data will be collected by Spring 2008 to use in developing specific target goals for the next five years. Surveys and health risk assessments will also be conducted regularly to steer the wellness efforts toward employee needs. The Wellness Manager will provide bi-monthly reports and status updates to the Wellness Advisory Committee for their review and recommendations.

As the framework is being established to create a comprehensive wellness program that provides equal availability to all employees, important barriers and challenges need to be addressed, including the accessibility to initiatives by certain populations of employees. Some of those groups include employees who do not have e-mail access, those who work in the field, retirees, and those who are not covered by the health plan. Other issues that exist include the difference in civilian and uniform health plans, and the perceived or actual lack of support by supervisors.

By enlisting and maintaining management and employee support, and by utilizing internal and external resources to their fullest potential, CoSA can create a culture that embraces the vision of wellness and promotes healthy behavior and lifestyles. The progressive evolution of the program will depend on the preservation of current efforts that have been proven to be successful, and the perpetual introduction of fresh and innovative ideas to further enhance the program to meet the needs of the City of San Antonio.

## **Background and Supporting Information**

### **A. History of Wellness at CoSA**

#### **Initial Wellness Efforts**

In the mid-1990's, as the topic of wellness in the workplace was rapidly moving to the forefront of business practices, the City of San Antonio (CoSA) began adding wellness opportunities to complement the basic health and benefits plan available to employees. Human Resources offered supplemental wellness benefits such as:

- Fitness center discounts
- Annual health fairs
- Asthma management program
- Diabetes management programs from Walgreen's and TPA
- Prenatal programs
- Weight Watchers discounts
- The first City Manager's 5K

The wellness opportunities varied for civilian and uniformed employees, but coverage for preventive care and screenings consistently increased for all employees. CoSA also encouraged employees to get annual physicals to diagnose and prevent long-term illness. By 2006, CoSA employees had a wide range of wellness opportunities to choose from, including:

- Employee immunizations (flu shots)
- 100% coverage for physicals performed by Occupational Health Division
- \$300 wellness benefit for an annual wellness exam
- Smoke-free workplace
- Financial incentive for completing a Health Risk Assessment
- Stress management through the Employee Assistance Program

While beneficial to the employees, the wellness efforts were not comprehensive, nor well-utilized. The initiatives were scattered, some implemented through Human Resources, some through the San Antonio Metropolitan Health District, and some by individual employees who had a personal interest in health. There was also a distinct line between wellness benefits available to civilian and uniform populations.

Because of the disconnected programming, many employees have not recognized that CoSA actively supports their efforts to improve or maintain their health. There also has been a lack of understanding that each initiative is part of a larger program targeted at health and wellness. Another barrier has been communication. Historically, many programs have not been utilized to their full potential because of the mere fact that employees just don't know they exist.

In spite of the barriers and challenges, CoSA has continued to offer health and wellness programs to its employees. In addition to Human Resource efforts, other proactive employee groups throughout the City have promoted and facilitated initiatives to support and motivate their co-workers to partake in healthy lifestyles. One of those groups is *Steps to a Healthier San Antonio*, a program in the San Antonio Metro Health District.

### **Steps to a Healthier San Antonio**

In 2004, the San Antonio Metropolitan Health District was one of 40 communities nationwide that received funding from the Centers for Disease Control (CDC) to implement the *Steps to a Healthier San Antonio* (*Steps*) program, which supports efforts to reduce the burden of diabetes, overweight and obesity, and asthma, and address three related risk behaviors—physical inactivity, poor nutrition, and tobacco use. The target population for the five-year multi-intervention program includes people who live, work, or attend school in the geographic area of San Antonio Independent School District (SAISD).



Because CoSA is one of the larger employers in the target area, and because the audience was directly accessible, the *Steps* program decided to pilot several worksite wellness initiatives in the CoSA employee population, facilitated through the *Steps* Worksite Wellness Liaison. *Steps* directed a significant amount of their funds, as well as up to 80% of the Worksite Wellness Liaison's time, to support, implement and expand CoSA wellness initiatives.

*Steps* also presented current wellness initiatives to Department Directors, and recommended several more initiatives to implement in the future. Directors were asked to designate Wellness Team Leaders to represent their respective departments. Over 75 Team Leaders were assigned and attended orientations in October 2006. *Steps* utilized the Team Leaders to act as department liaisons for all wellness communications, as well as facilitate wellness activities in their divisions.

Because of the strong partnerships *Steps* had developed with other community agencies, CoSA was able to implement several programs at little or no cost to the City. *Steps* also worked closely with Human Resources to expand and enhance current programs, as well as increase the communication efforts to inform employees of what benefits are available to them. The improved communication made a significant impact on the usage of several CoSA-sponsored programs. Health, wellness, and communication initiatives that were implemented or led by *Steps*, some in conjunction with Human Resources, include:

#### **CoSA Walks the Talk**

CoSA Walks the Talk is a physical activity program that assists employees in adopting more physically active lifestyles. *Steps* has provided over 1,000 pedometers to employees in 2006 – 2007. Employees who receive pedometers walk with their teams of co-workers to virtual destinations. Individuals track their daily steps on log sheets and provide them to their Team Leaders, who compile the totals and give the teams status reports on destinations. At each "arrival" at a destination, *Steps* provides small incentives. Some of the groups have walked to National Parks, some have walked to NFL team locations, and some have walked to locations overseas. The teams are encouraged to celebrate their "arrivals" with fanfare, healthy theme parties and general fun. They are also encouraged to support each other daily by eating healthy group lunches and walking on breaks.

### HealthPOWER Six-Month Weight Loss Challenge

HealthPOWER is a no-cost employee wellness program offered by Methodist Healthcare that encompasses a wide variety of lectures, screenings, data collection, and interventions. In collaboration with Bexar County Human Resources, the *Steps* program initiated the HealthPOWER Six-Month Weight Loss Challenge for all City and County employees. The Challenge was kicked off at the November 2006 Employee Health Fair, where over 1,200 City and County employees weighed in (over 900 from City). For the next six months, participants received weekly e-mails on health-related issues. They were also invited to monthly seminars, and mid-point and final weigh-ins. Participants were asked to submit their stories to qualify for prizes that were donated by *Steps*, City and County health plan vendors, and local fitness centers. The participants who turned in their stories, along with the participants who lost the most weight were presented with awards and prizes at the awards ceremony in May 2007.

### Active for Life

Active for Life is a 10 week online physical activity program developed by the American Cancer Society. In February 2007, over 25 teams representing 125 Metro Health employees enrolled in the competitive, goal-oriented program. Employees attended a kick-off rally and then set goals reflecting the number of minutes per day they planned to be physically active. The teams who reached the highest cumulative percentage of their goal at the end of the 10 weeks, as well as the winners of a variety of other team and individual categories, were recognized at the Health Director's staff meeting in May.



### Search Your Heart

Search Your Heart/Conozcas Su Corazon is a six-month educational program offered by the American Heart Association, targeted at groups in worksite or community settings. In January 2007, approximately 100 employees from Planning & Community Development, Aviation, and Community Initiatives Departments enrolled in the program. The program consisted of pre- and post-program health screenings and monthly educational sessions. The groups had the option of including more health initiatives, such as healthy group breakfasts or lunches, additional speakers, or walking groups, at the discretion of the participants and the Team Leaders.



### Free Health Screenings

In March 2007, Methodist Healthcare offered CoSA a limited number of free glucose and cholesterol screenings for employees. The *Steps* Worksite Wellness Liaison contacted Team Leaders in departments with employees who have limited access to events outside their worksite to coordinate the screenings. Over 150 employees from San Antonio Police Department, Parks & Recreation, and Convention, Sports, and Entertainment Facilities received screenings and nurse counseling at events throughout April 2007.

### Diabetes Awareness Workshop

The purpose of the Diabetes Awareness Workshop was to inform CoSA employees of the diabetes-related resources available to them. *Steps* learned through discussions with Human Resources that utilization of CoSA-sponsored programs such as the Diabetes Management Program offered through Walgreen's was extremely low. The goal was to increase the number of employees who used the program to improve their diabetes self-care.

The workshop was open to any employee who has diabetes or lives with someone who has diabetes. Space was limited to 150 employees on a first-come, first-serve basis for RSVPs. Over 200 employees responded to the invitation to the November 2006 event. The informational materials from the workshop were bin-mailed to the employees who were not able to attend.

The event agenda consisted of a welcome from Dr. Bryan Alsip from the San Antonio Metropolitan Health District, followed by presentations by a registered pharmacist from Walgreen's and a diabetes educator from the Veteran's Hospital, speaking on the diabetes management program and breakthroughs in diabetes medications, respectively. The presentation was wrapped up with a cooking demonstration of a diabetic-friendly meal by the Texas Diabetes Institute.

Satisfaction surveys were distributed to the participants after the workshop. The responses were overwhelmingly positive, with many comments that reflected the gratitude that CoSA had offered the workshop, and the hopeful anticipation of similar future events. Walgreen's reported that the inbound calls from CoSA employees to the diabetes management program increased by over 300% in the first month after the workshop.

### Health Risk Assessments

In November 2006, Human Resources provided an opportunity for employees to earn a \$100 contribution to their Health Care Flexible Spending Account as an incentive for completing a Health Risk Assessment (HRA), which consisted of a paper survey and health screenings to measure blood pressure, glucose and cholesterol. The Third Party Administrator made the surveys and screenings available at the Employee Health Fair. Employees and their spouses could also complete the HRA with their own health care provider, with each individual receiving the \$100 incentive. Over 2,500 HRAs were completed.

HRAs were also completed by employees at the enrollment table for the HealthPOWER Weight Loss Challenge at the Health Fair, and over 900 HRAs were completed and collected by Methodist Healthcare. Employees who filled out either HRA were awarded the \$100 incentive.

### 2006 Diabetes Walk

The *Steps* Worksite Wellness Liaison was designated as the CoSA Recruitment Leader for the 2006 American Diabetes Association Walk, which entailed coordination of the CoSA Team Captains and serving as a resource for the Walk.

CoSA was the 4<sup>th</sup> highest corporate fundraiser in the November 2006 Walk. The 2007 Walk recruitment is currently underway.

### Communications

Because communication is such a vital component to a successful program and it has consistently been a challenge, *Steps* utilized several avenues to disseminate information about the wellness events and opportunities, as well as provide general health information. Some of those methods include:

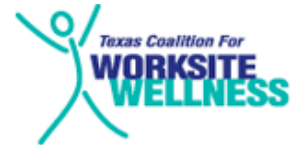
- COSAweb Bulletins as needed
- *In the City* submissions, including events, stories, and health topics
- Wellness Wednesday, a monthly educational seminar
- Bathroom Banter (see attached sample)
  - One page health messages posted in bathrooms
  - Delivered via e-mail to Wellness Team Leaders
  - Updated every 2-3 weeks



### Other

Other projects led by *Steps*:

- Fitness Center Discounts
- Point-of-decision signs posted at elevators to encourage employees to use stairs; piloted at Metro Health
- Attendance of the *Steps* Worksite Wellness Liaison at the Texas Coalition for Worksite Wellness workshop, where City of San Antonio was enrolled as a member of the Coalition
- Employee needs and interest survey, 250 respondents, November 2005



### Projects In Progress

As CoSA recognized the continuing need for an integrated, comprehensive wellness plan, Human Resources created a Wellness Manager position. The Wellness Manager will continue to work on projects that are in the planning stages that were initiated by both *Steps* and Human Resources. Some of those projects include:

#### Wellness Advisory Committee

The Wellness Advisory Committee's role is to develop, guide and oversee the organization's wellness efforts, as well as decide on goals based on collected data. A complete description of the Committee is in the Implementation Plan section of this report.

#### Policy changes/development

Processes have begun to develop policies to create a corporate culture of wellness. Examples of policies include those that will increase the percentage of healthy items offered in CoSA vending machines, and will encourage healthier food and beverage choices at City-funded meetings.

#### Vending machine labels (clings)

In a partnership with the YMCA, *Steps* purchased labels that are installed on vending machines to label items as healthier & healthiest. *Steps* worked with the Asset Management Department to ensure that CoSA vendors install the clings on all appropriate vending machines. The clings should all be in place by the end of August 2007.

#### City Manager's 5K

For the first time since 2003, the City Manager will be hosting a 5K walk/run event. CoSA has contracted with outside agencies to conduct a 12 week 5K training program leading to the event, scheduled for December 1, 2007. An employee event planning committee is coordinating the agenda, volunteer recruitment, event activities, and promotion.

#### Quitline

Through a partnership with the American Cancer Society, *Steps* has arranged for a customized smoking cessation phone counseling program to be implemented for CoSA employees and spouses. *Steps* and Human Resources worked together to determine CoSA's specific needs for the Quitline. The program will be funded by *Steps* from August 2007 through December 2008, when the program will be reevaluated to determine continuation needs. Human Resources will provide Nicotine Replacement Therapy (NRT) coverage in the Health Plan to supplement the program. NRT has been shown to double the success rate of the participants over counseling alone.

Because of the efforts of the *Steps to a Healthier San Antonio* program and its partnership with Human Resources, several valuable internal and external working relationships have been established that can be utilized to develop a strong, comprehensive, all-inclusive wellness program that will encompass all aspects of health and wellness. There is also a foundation that can be built upon to further expand the idea of a corporate culture of wellness, which will ensure the sustainability and success of the program.

## B. Wellness Needs



### Texas Our Texas

Not unlike the rest of the nation, the state of health in Texas is rapidly declining. According to *The Burden Report: Cardiovascular Disease (CVD) and Stroke in Texas*, published by the Texas Department of State Health Services (DSHS) in December 2006, people in Texas are becoming increasingly overweight and obese. From 1995 to 2005, the percentage of Texans who are overweight or obese increased from 51.4% to 61.3%.

The same document reports that the prevalence of diabetes, a major risk factor for CVD, has increased over the past decade in Texas, from 5.2% in 1995 to 7.9% in 2005. Other startling statistics from the report include:

- Cardiovascular disease accounted for 35% of all deaths in Texas from 1999 to 2003.
- Total hospitalization charges for CVD and stroke in 2004 were over \$9.8 billion, which was a 62% rise from 1999. Heart disease related to partial or total arterial blockage alone accounted for 59.4% of this cost.

The DSHS states that over 34% of Texas adults report being told by a doctor or health professional that they have high blood cholesterol, and 7.9% have been told they have diabetes, both of which are major risk factors for cardiovascular disease.

Because the State recognizes that wellness is an important issue to address at the workplace to combat the decline of a healthy workforce, a piece of legislation has passed in the 80th Legislative Session that will increase wellness opportunities for State employees. House Bill 1297, by House Public Health Committee Chairwoman Dianne



White Delisi (R-Temple), creates a State employee wellness program to improve the health and wellness of State employees, and designates a statewide wellness coordinator. The State's Legislative Budget Board estimates this type of plan could save Texas \$80 million in the first three to five years.

In April 2007, The Texas Coalition for Worksite Wellness (TCWW) published *An Ounce of Prevention*, a study on the potential economic impact on prevention, wellness, and smoking cessation programs in Texas. Dr. Perryman, of the Perryman Group, who was commissioned by TCWW to conduct the study, stated "Keeping Texans healthy is in the direct interest of the State. With rising health care costs, it is to the State's benefit to reduce preventable health-related costs."

### **City of San Antonio**

The DSHS states that at least 50% of an organization's health care costs are driven by lifestyle-related behaviors of the employees, such as smoking, poor diet and lack of exercise. In FY 2005-2006, CoSA spent almost \$50 million in direct health care costs on active employees and their dependents. A significant amount was spent on chronic diseases that can be affected by lifestyles.

Cancer	\$4.76 million
Cardiovascular Disease	\$6.65 million
Diabetes	\$1.99 million

The data collected at the 2006 Employee Health Fair through Health Risk Assessments by the Third Party Administrator (TPA) revealed that large portions of the CoSA employee population engage in unhealthy behaviors that drive the CoSA health care costs. In the Executive Summary provided by the TPA, staggering statistics illustrate the level of health of CoSA employees.

- 2,977 CoSA employees and spouses completed HRA
- 13% have personal history of heart disease, stroke or diabetes
- 21% have family history of heart disease
- 22% have high cholesterol
- 35% have high blood pressure
- 27% have diabetes or high blood sugar
- 45% do not engage in regular exercise
- 80% are overweight or obese
- 13% use tobacco
- 96% consume less than 5 fruits or vegetables per day
- 12% missed 5 or more work days last year because of sickness

Based on the collected data, the Executive Summary listed the following as the leading health issues for the CoSA workforce.

1. Better Nutrition: 81% showed need for making nutritional changes
2. Weight Management: 80% are above their recommended weight range
3. Cancer Risk Reduction: 71% have higher cancer risk
4. Improving Fitness: 67% showed need for improving fitness levels

5. Coronary Risk Reduction: 60% have a moderate to high coronary risk

Armed with these statistics, along with available tools and resources, a comprehensive wellness program can be built around the needs of the employees of the City. These issues will be revisited when measuring the success of the program.

## C. Wellness Works

Employees are one of an organization's most valuable assets, and should be treated as such. When an organization invests in the health of their employees, they achieve not only a financial return, but they increase employee morale, loyalty, and overall health of the organization.

According to the DSHS, well-designed wellness programs result in an average 25-percent reduction in health-plan costs, sick leave, disability costs, and workers' compensation. Given these potential results, it is in the best interest of any organization to take steps toward creating a wellness program that leads to a corporate culture of health and wellness.

### **Return on Investment**

A primary concern for many companies is the cost of implementing a wellness program. Some have instead passed on the higher health care costs to their employees, which doesn't address the problem and may introduce new barriers to health care. Instead of the desired effect of decreasing costs, this can decrease the overall level of employee health.

But, according to a publication of the Texas Coalition for Worksite Wellness, many employers are now investing in worksite health promotion and preventive care as a better way to reduce costs. Companies such as Pitney Bowes, USAA, HEB and Johnson & Johnson have seen a significant return on their investment in their employees. DaimlerChrysler says its wellness program, which has been in place since 1985, saves the company more than \$7 million each year, and Aetna found that participants in its fitness plan save the company \$282 per employees per year in health care costs.

"For instance, researchers at the University of Pennsylvania found that programs to improve the quality of employee health were a better way to reduce costs in the long term. Every dollar invested in worksite health promotion yields \$3.50 to nearly \$6 in savings through reduced absenteeism, increased productivity, and decreased health care costs."

*Changing the Health Care Paradigm:  
The Case for Investment in Worksite  
Wellness in Texas*, published by The  
Texas Coalition for Worksite Wellness

The savings run beyond direct medical costs, and include rates of injury, workers' compensation claims, disability rates, absenteeism rates, and productivity. According to *Value-Based Benefit Design: Generating a Return on Investment in Health*, the more chronic medical conditions a person has, the higher the probability of absenteeism or presenteeism.

Based on these findings, an organization should view funds spent on wellness as an investment rather than a cost. The results of a healthier and more productive workforce will reflect the investment of time and money spent on a successful program.

### **Samples of Successful Wellness Programs**

Several municipalities in Texas, as well as across the nation, have implemented employee wellness programs. These municipalities, like private sector organizations, each have their own unique characteristics, driven by the employee needs and interests, as well as the management perspective. For example, some use an incentive-based program, while others focus on initiatives. In spite of the different angles of health promotion, all have had levels of success in promoting a healthier workplace. Most are in a constant state of evolution, changing to meet their individual needs.

Most of the municipalities, especially those with larger employee populations, experience similar challenges and barriers related to participation and communication.

The primary challenges include:

- Addressing the needs of civilians versus uniformed employees
- Gaining access to employees who do not have e-mail access
- Promoting and implementing initiatives to a geographically-scattered population

<b>Organization</b>	<b>Program Information</b>	<b>Successes</b>
<b>City of Fort Worth</b>  <b>Healthy Challenge</b>  (see attachments for samples of Wellness Program materials)	Self-insured  Incentive-based program  Cash incentives based on participation and behavior  Provide tools, resources, annual screenings and events to employees	0% increase in Health Insurance Premiums for 2005, 2006 and 2007  Health Insurance Claims Costs for 2006 was \$4.3 million under budgeted claims
<b>City of Dallas</b>	Self-insured  Work closely with TPA  Annual health screenings  Utilize outside resources, such as pharmaceutical companies for wellness programs  Currently working on a strategic plan for wellness	Have obtained many services at no cost to employees or employer by utilizing outside resources (Hypertension programs, Health Expo coordination, etc.)

<p><b>City of Austin</b>  <b>HealthPLUS</b></p>	<p>Not self-insured</p> <p>10 programs available to employees, including a website, health seminars, health screenings, fitness assessments, onsite massage, and resource centers</p> <p>Depend heavily on departmental liaisons</p> <p>Have a Physical Education (PE) Department, based in the City Manager's office, that coordinates employee fitness programs</p> <p>Recently began evaluations on core programs, including satisfaction surveys</p> <p>Working with health plan to introduce global initiatives</p>	<p>2006 WELCOA Gold Award</p> <p>Regular feedback from departmental liaisons</p> <p>Online registration for wellness programs that is incorporated into current registration process for all City training, which allows for tracking of program usage</p>
<p><b>City of Phoenix</b>  <b>Feel Better, Work Better</b></p>	<p>Initiative-based, self-insured</p> <p>9 – 10 years of isolated initiatives with no budget, until this year</p> <p>Wellness Council with reps from each department for approximately 10 years</p> <p>Departmental liaisons</p> <p>Have utilized outside resources &amp; relationships</p> <p>Core initiatives include BP kiosks in remote locations, flu shots, health classes</p> <p>Currently working on integration with benefits plan</p>	<p>Blood pressure machines in 28 locations throughout City; funded/ leased by insurance carrier and pharmaceutical companies</p> <p>Successful, comprehensive website</p> <p>Each carrier provides 12 – 24 health seminars per year</p> <p>Strong relationships with outside agencies</p>
<p><b>City of Denver</b></p>	<p>Wellness Center that offers fitness equipment and classes; employees pay nominal fee to cover cost of center staff</p> <p>Utilize state grants to implement programming</p> <p>Partner with health plan vendors</p> <p>Some initiatives are driven by Wellness Manager and facilitated by individual departments who have the funding for implement</p> <p>Encourage employee usage of City-owned recreational centers throughout city</p>	<p>Program in place for almost 20 years at some level</p> <p>Includes City and County employees</p> <p>Currently in the process of incorporating leave incentives for participation in program</p> <p>No recent health or participation data</p>

<b>City of Buffalo</b>  <b>B-Well</b>	<p>Include employees, spouses, and retirees</p> <p>Professionally managed by outside agency</p> <p>Offer annual wellness fair, blood pressure checks and therapeutic massage monthly, special events, weight management workshops, lunch &amp; learn seminars</p> <p>Utilize department ambassadors</p>	<p>In existence over 14 years</p> <p>1996 award for "Exemplary Public Sector Comprehensive Worksite Wellness Program"</p> <p>1999 Move For Life program honored by the Association for Worksite Health Promotion as an "Exemplary Public Sector Worksite Health Promotion Activity"</p>
<b>Pitney Bowes</b>  <b>Health Care University</b>	<p>Prevention, early detection, and management of chronic health conditions</p> <p>Earn flex dollars based on maintenance and adoption of healthy habits</p> <p>Offer programs through health plan partners</p>	<p>1996 and 1998 C. Everett Koop Health Award (former Surgeon General)</p> <p>Documented reduction in health care costs and absenteeism</p> <p>\$1 mil savings in 2004 for diabetes &amp; asthma care by reducing co-insurance for specific meds</p>
<b>HEB</b>  <b>Healthy at HEB</b>	<p>Shifting focus from treating illness to preventing illness</p> <p>Encourage employees to take personal responsibility for health</p> <p>Financial incentives based on participation in wellness activities, including lower insurance premiums for those who participate in minimum number of wellness activities</p>	<p>77% participation in 2006</p> <p>Steady decline in percentage of employees with multiple risks since 2003</p> <p>Steady decline in medical costs since 2003</p>
<b>USAA</b>  <b>Take Care of Your Health</b>	<p>View employees as their greatest asset</p> <p>Wellness program integrated into benefits plan</p> <p>Financial incentives</p> <p>Investing in employees</p> <p>Provide onsite fitness center, intramural sports, and a cafeteria with healthy options and posted nutritional information for food items</p>	<p>2006 C. Everett Koop Health Award</p> <p>Over 70% employee participation by mid-2006</p> <p>In 2005, workplace absences had decreased, with an estimated three-year savings of more than \$105 million</p>

### **Steps for a Successful Program**

The examples above illustrate how success can be reached by using different styles and methods to implement a wellness program. A common thread for these programs is the commitment to following the steps to make a comprehensive and successful program for both employer and employee.

The Wellness Council of America (WELCOA), a nationally-recognized worksite wellness resource, has established the **Seven Benchmarks of Success**, steps that drive the entire process of building a healthy workplace. CoSA will strive to follow these steps to ensure achievement of the stated goals.

1. Capturing Senior Level Support
2. Creating Cohesive Wellness Teams
3. Collecting Data to Drive Health Efforts
4. Crafting an Operating Plan
5. Choosing Appropriate Interventions
6. Creating a Supportive Environment
7. Consistently Evaluating Outcomes

## Implementation Plan

### The City of San Antonio Employee Wellness Program



#### ***Employee Wellness Program!***

The CoSA Wellness Program is a comprehensive plan that utilizes a multi-faceted approach to employee wellness, which includes evidence-based, results-oriented initiatives that focus on awareness, education, lifestyle and behavior change, and organizational and environmental support.



## **A. Vision, Mission and Goals**

### **VISION**

The vision for the City of San Antonio (CoSA) wellness program is to create and support a healthy and productive workforce who will carry the message of wellness to their families and the San Antonio community.

### **MISSION**

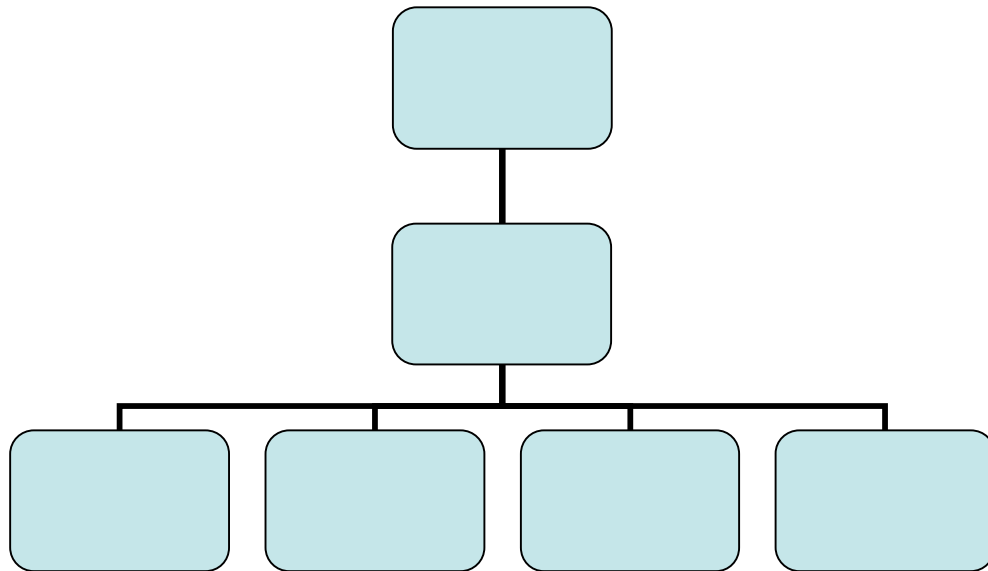
The mission of the CoSA employee wellness program is to enhance organizational health by fostering interest and encouraging employees to initiate or expand healthier lifestyles, provide diverse wellness programs to meet a wide range of personal health needs, recognize employees for participating in healthier lifestyles and activities, decrease absenteeism due to illness and stress, and develop a positive culture that is focused on celebrating and improving the quality of life for all employees.

### **CoSA Employee Wellness Program Goals**

1. To establish and maintain a **corporate culture of wellness** and health.
2. To establish and maintain a **physical work environment** that is conducive to the adoption and maintenance of healthy behaviors.
3. To **enhance the employee benefits** plan to reflect the health and wellness needs of CoSA employees and their families.

## B. Structure

The employee wellness program will be managed through the Human Resources Department, with support from the Third Party Administrator, the Wellness Advisory Committee, Department Directors, and the Departmental Wellness Team Leaders.



Position	Role
Wellness Manager	Manage overall implementation processes of wellness program; serve as a resource to Team Leaders and employees
Third Party Administrator	Assist Wellness Manager in the implementation of program as it relates to health plan
Wellness Advisory Committee	Develop, guide and oversee the City's wellness efforts
Wellness Team Leaders	Serve as department liaisons for all wellness initiatives
City Manager's Office	Support and promote corporate culture of wellness; serve as a role model
Department Directors	Support and promote corporate culture of wellness; serve as a role model
Human Resources Department	Support program through health plan administration; enhance communications with the help of Human Resource Generalists and Specialists
Supervisors	Support employee efforts to engage in healthy lifestyle behaviors and participate in City-sponsored wellness events and activities
Employees	Participate in City-sponsored wellness initiatives; take ownership of their own health and wellness

The Wellness Manager will manage the overall wellness program of the City by facilitating the implementation processes of initiatives and serving as a resource to Team Leaders and employees. The Manager will also coordinate and facilitate the Wellness Advisory Committee meetings, as well as develop and maintain relationships with resources, such as non-profit health organizations and health plan vendors. The Manager will work closely with the Wellness Coordinator provided by the Third Party Administrator to ensure all health plan-related programming is implemented in an efficient and timely manner.

The Wellness Manager will keep up to date on current news and information on corporate wellness. This will be accomplished by obtaining professional memberships in appropriate state and national organizations, such as WELCOA and TCWW. The Manager will also attend conferences focused on employee wellness issues.

The Wellness Advisory Committee will ensure that all initiatives are in line with the vision and mission of the overall program, and that they reflect the needs and interests of the CoSA workforce. The role of the Committee is to develop, guide and oversee the City's wellness efforts. They will assist in the development and refinement of wellness-related administrative directives and policies, as well as play a key role in the dissemination of information related to the wellness program.

Committee membership will represent a wide variety of perspectives and levels in the organization, from executive leadership to front-line employees, civilian and uniform. Representation from departments with a large employee population, as well as those who have potential resources for the Wellness Program is imperative. Members should not be limited to only "wellness-minded" individuals so agenda items can be reviewed and discussed by different perspectives. The Wellness Advisory Committee will be recruited in August 2007, and will have its initial meeting in September.

#### Wellness Advisory Committee Structure:

- 8 – 15 members

Membership will include, but not be limited to:

- |   |   |
|---|---|
| • Senior and mid-level management                       | • Information Technology Services representative                |
| • Front-line employees                                  | • Downtown Operations representative                            |
| • Wellness Manager                                      | • Parks & Recreation representative                             |
| • Fire and Police Union representatives                 | • Asset Management representative                               |
| • City Manager's Office representative                  | • Convention, Sports, & Entertainment Facilities representative |
| • Human Resources representative                        | • Third party administrator representative (as of January 2008) |
| • Communications and Public Affairs representative      |   |
| • Metropolitan Health District health care professional |   |

Department Wellness Team Leaders will work at the departmental or division level to implement and support wellness activities, while serving as the face of the wellness program. Research shows that participation in a wellness program decreases as the size of the employer increases, so the Team Leaders will assist in keeping participation at a desirable level by creating the feel of a smaller program. The Team Leaders will also be able to implement department level initiatives and coordinate educational programming based on their groups' specific needs.



Over 75 employees representing 21 departments have been through an orientation and are currently listed as Wellness Team Leaders. Approximately 25 of those Team Leaders are considered "active". An active Team Leader is one who has regularly engaged their co-workers in wellness activities.



Examples of Team Leader wellness activities include:

- Maintaining a Wellness Bulletin Board
- Disseminating health and wellness information to their co-workers
- Serving as a resource for their co-workers
- Facilitating wellness activities and events (speakers, healthy luncheons, walking groups, screenings, etc.)
- Participating in ad hoc committees for City-wide or department initiatives
- Communicating regularly with Wellness Manager regarding success stories, questions, suggestions, or concerns

Given that the success of the Wellness Program is dependent upon high participation rates, the recruitment of additional Team Leaders and the re-energizing of current Team Leaders are vital. A ratio of one Team Leader for every 50 employees would be ideal, but a short-term goal is to have at least one Team Leader for every department. Depending on department size, Team Leaders can be assigned based on locations, divisions, or shifts.

Team Leaders will be recruited in late 2007 to ensure adequate representation of all departments. Department Directors will once again be asked to designate an appropriate number of Team Leaders to represent their respective departments. Orientations for new or inactive Team Leaders will be conducted in November. Please see attached document for Team Leader responsibilities and time commitment.

## C. Program Focus

As stated above, the Texas Department of State Health Services states that at least 50% of an organization's health care costs are driven by lifestyle-related behaviors of the employees, such as smoking, poor diet and lack of exercise. Those same behaviors are directly related to the leading causes of death and disability, including cardiovascular disease, diabetes, and stroke. For these reasons, initiatives will focus on the issues of **disease management, physical activity, nutrition, stress management, tobacco cessation, and organizational support.**

Ongoing wellness initiatives will facilitate healthy lifestyle changes, and enhance and increase employee levels of knowledge and awareness of healthy behaviors and how they relate to health and wellness. This will be accomplished by establishing a healthy work environment, which encompasses a culture of wellness, as well as policy change and development, and by enhancing the employee benefits plan. Employee buy-in and participation, and a targeted communications plan are also vital factors that affect the levels of success in reaching the goals.

## D. Data Collection

In order to determine which wellness initiatives will be successful for CoSA, baseline data will be collected through surveys, Human Resources records of health care costs, and Health Risk Assessment reports.

The surveys will be conducted in early 2008 with mid-level management and a sample group of all employees. The survey with management will be conducted to understand their concerns and measure their level of interest and buy-in. The employee needs and interest survey will help to determine interest and potential participation rates for any given project or program, and what employees expect from a wellness program.

Financial and health data will be used for comparative purposes to measure success of program, as well as to direct wellness efforts. Examples of measurable data that can be utilized include costs related to diabetes and heart disease, and rates of diabetes and heart disease, which we anticipate will be decreased. We will also measure participation rates in the wellness program, which should increase each year.

## **E. Goals, Objectives, and Strategies**

In order to reach the goals of the wellness program, specific objectives have been identified that address the issues listed above and encompass the goals of the program. Meeting the objectives will also ensure that costs and rates of chronic diseases will be reduced.

### **Goal 1: To establish and maintain a corporate culture of wellness and health.**

#### **1. Develop a structure that will allow CoSA to institutionalize a framework for a comprehensive, ongoing employee wellness program by March 1, 2008.**

##### Establish Wellness Advisory Committee

Recruitment for the Wellness Advisory Committee will commence in September 2007; the first meeting will be in November.

##### Recruit and orient Employee Wellness Team Leaders

In November 2007, department directors will be asked to designate an appropriate number of the Team Leaders to represent their respective departments. The new Team Leaders will attend an orientation by December 31, 2007.

Current Team Leaders will be re-oriented and evaluated to determine activity and commitment levels.

Develop a Wellness Program Administrative Directive that institutionalizes and defines the CoSA and its components by January 31, 2008.

Define roles of the administrative support system, including Human Resources, City Manager's Office, and Directors as they relate to the Wellness Program.

#### **2. Improve the communication process to ensure that all CoSA employees have access to health and wellness information, resources, and events by October 31, 2008**

Continue the ongoing communication methods in place, including:

- Distribute *Bathroom Banter*, a one-page health message sheet, City-wide
- Include wellness information in employee newsletter, *In the City*
- Display wellness information on departmental wellness bulletin boards
- Disseminate wellness information via Wellness Team Leaders
- Disseminate wellness info via *All CoSA* e-mails

Utilize the Human Resource Generalists and Specialists to disseminate wellness information, beginning in December 2007.

Create a dummy e-mail ([wellness@sanantonio.gov](mailto:wellness@sanantonio.gov)) that employees can utilize for questions, comments or suggestions by July 2007.

#### Develop Wellness Website

The Wellness Manager will work with ITSD to develop a website accessible to all CoSA employees. The website will initially contain information pertaining to events, programs, and activities related to wellness, with an emphasis on City-sponsored activities. A calendar will also be included, as well as contact information for Employee Wellness Team Leaders. Links to health resources and the CoSA health plan vendors will be included, as well as links to City Department web pages that have information related to wellness. The basic website will be up and running by March 2008.

By December 2008, the website will be an interactive tool. Employees will be able to track their personal activity and food journals, as well as record personal health information if they choose. Team Leaders will be able to access areas dedicated to them, that will contain downloadable tools and resources that can assist them in facilitating wellness initiatives in their individual worksites.

Incorporate wellness messaging into department head meetings by December 2007. Because support from the executive level is vital to the success of the wellness program, a wellness message will be included at monthly department head meetings. Messages will range from one-minute bits of health information to presentations on specific wellness topics. Written material and participation activities will also be provided.

Develop and distribute monthly or semi-monthly wellness newsletters to employees with the assistance of the Third Party Administrator, beginning in January 2008.

### **3. Facilitate organizational support of employee health and wellness by September 30, 2008**

Continue and develop new relationships with local fitness centers to secure ongoing corporate rates for CoSA employees.

Continue Weight Watchers reimbursement program. Currently, participants are reimbursed 50% of the program cost if they attend 80% of the sessions. Sessions are held in two CoSA worksites.

Support and encourage unofficial employee walking groups. Several groups of employees throughout the City have begun walking together for fitness.

Conduct 5K training program. The 12-week training program will begin in September 2007 and finish the week before the City Manager's 5K walk/run. The training program will be open to all employees.

The training program is a project that may become an ongoing initiative for CoSA, with a possibility of sponsoring two programs annually.

#### Host annual City Manager's 5K Walk/Run

The City Manager's Annual 5K Walk/Run is scheduled for December 1, 2007. The event will be open to CoSA employees and their families. The logistics coordination

has been contracted out to an outside agency. Recruitment, promotion, awards ceremony, and pre and post-event activities are being coordinated by an Employee Planning Committee, led by the Wellness Manager.

#### Establish City walking/running/bicycling clubs

In an effort to support employees who would like to include social support in their fitness efforts, CoSA walking/running/bicycling clubs will be created by partnering with already established community clubs in San Antonio. CoSA employees can join the respective clubs, and be a member of the CoSA sub-group. The clubs will report to the Wellness Manager quarterly on the CoSA membership and usage within the clubs. Employees will pay all membership dues directly to the clubs, and will have access to all their benefits.

The advantages of this plan include the employees' accessibility to groups who have established themselves in their area of expertise, which will enable the CoSA members to benefit from their knowledge. This plan will also allow the City to avoid any legal liability, while encouraging employees to become more active.

The CoSA Wellness website will include information and links to the clubs, such as meeting times and locations for group runs, walks, and rides.

#### Implement monthly "Walk with the City Manager" program

Executive support is a powerful motivator for employees. During the cooler months of the year, the City Manager or designated members of the Executive Team will lead monthly scheduled walks in various locations around the City during the lunch hour, beginning in November 2007. Employees will be invited and encouraged to engage in physical activity by participating in the walks.

#### Implement monthly "Wellness Message from the City Manager" program

A monthly wellness message from the City Manager will be disseminated to employees to remind them that their health is important to CoSA and that employees are a valuable asset. The Wellness Manager will work with the City Manager's Office and the Communications & Public Affairs Department to determine optimal methods of communication. Monthly messages will launch in November 2007.

#### Develop and implement department wellness recognition program

To encourage participation in the employee wellness program, departments who actively promote and participate in the wellness program will be recognized. The structure for the program will be based on models of worksite recognition programs. Levels of recognition will be based on a point system and will not be competitive. Each department will be recognized on its own merit. Departments will submit an application for designation. The Wellness Advisory Committee will review the department applications and determine recognition levels bi-annually, and they will be recognized bi-annually at Department Head meetings or other designated events. The program will launch in March 2008, with recognition ceremonies conducted in June and December of each year.



Conduct annual stress management retreats for executives

The stress management retreats will be incorporated into current executive retreats. Details to be determined; stress management initiatives will begin in the 2008 retreats, and may range from five minute activities during breaks to full day events.

#### **4. Develop and implement policies and guidelines that support and encourage healthy behaviors by December 31, 2008**

##### Adopt healthy meeting policies

Develop and implement a policy that requires that food and beverages provided at City-sponsored meetings and events meet a minimum nutritional guideline. Implement by July 2008.

Develop and implement a guideline that encourages physical activity breaks at City-sponsored meetings, conferences, and events. Implement by July 2008.

Adopt a healthy vending policy that increases percentage of healthier items and prices them at same or less cost as less healthy items.

Develop policy to encourage flex-time or alternate work schedule to allow employees to incorporate physical activity breaks into their work day. Implement by July 2008.

Adopt breastfeeding/pumping policy to designate a private location for new mothers to pump breast milk for optimal nutrition for their babies. Implement by December 2008.

#### **5. Encourage employees to make healthy choices by providing accessible programming that addresses healthy lifestyles, beginning in July 2007**

Support employee participation in community activities that encourage healthy behaviors, such as Walk & Roll, Step out to Fight Diabetes, Race for the Cure, MS Walk, and other charity walks/runs. Four major events will be supported City-wide each year as CoSA-sponsored teams. Employees will also be encouraged year-round to participate in community health events of their choice.

Enroll CoSA as a participant in State wellness programs, such as the Governor's challenge and the Texas Round-up. CoSA will continue to participate in these programs annually.

Conduct targeted health and wellness programs at departmental level, facilitated by Team Leaders, such as:

- Active for Life campaign (American Cancer Society)
- HealthPOWER Weight Loss Challenge (Methodist Healthcare)
- Search Your Heart (American Heart Association)
- Winning at Work (American Diabetes Association)
- BP Success Zone (Blood Pressure Management)
- BP Down Shift (Blood Pressure Management for Commercial Drivers)

##### Implement customized smoking cessation phone line

Quitline is a customized telephone counseling service for smoking cessation provided through the American Cancer Society and funded through *Steps to a Healthier San Antonio* during the first year (August 2007 through December 2008). The proactive counseling will be complemented by nicotine replacement therapy

supplied by the City health plan. The launch date for the Quitline is scheduled for August 2007.

Allow employees to schedule onsite massage therapy at employee's expense. Implement by December 2008.

Establish onsite wellness center to allow employees access to health care and wellness information and education. Human Resources will develop a plan for implementation.

Provide bicycles in the Motor Pool for employee use during lunch time. Bicycles will be purchased and maintained by the Motor Pool. The program will be run by the Motor Pool. The Wellness Manager will collect usage data on a monthly basis. The first set of bicycles will be purchased and available for use by August 31, 2007.

Install satellite wellness kiosks throughout city by December 2009. Kiosks will have health and wellness information, as well as weight and blood pressure equipment.

## **6. Evaluate the progress of the Wellness Program annually, starting July 2008**

Collect baseline health data from Third Party Administrator to use as comparative data to measure changes in employee health on an annual basis.

Collect health care expenditures from last three years to use as comparative data to measure changes in health care costs on an annual basis.

Utilize the DSHS Worksite Wellness Index, a worksite self-assessment tool that assists employers in measuring the level of organizational support of wellness and their state of readiness to implement a wellness program.

Conduct a mid-level management survey to determine interest and support for employee wellness initiatives. The survey will give managers and supervisors an opportunity to express concerns and give recommendations regarding the wellness program.

Conduct an employee needs & interest survey to a sample group of employees in order to obtain a view of which health and wellness initiatives would have likelihood of high participation, as well as give the employees an opportunity to express concerns and give recommendations regarding the wellness program.

Collect information on all CoSA worksites to determine demographics of site population and environmental factors of site.

Conduct an employee satisfaction survey after one year of programming.

Collect health data and health care expenditures after one year of programming.

Collect, analyze, and compare annual claims data.

## **7. Facilitate partnerships and collaboration between CoSA and outside entities to implement wellness initiatives**

Continue partnership with Bexar County Human Resources to obtain health programming to benefit City and County employees (fitness center discounts, health screenings, and weight loss challenges).

Utilize health programs offered by local non-profit agencies, such as the American Heart Association, American Diabetes Association, and American Cancer Society.

Host wellness seminars at various City locations with the assistance of the Third Party Administrator and health plan vendors, as well as other community agencies with whom CoSA already has an established relationship, beginning in Fall 2007.

Partner with other agencies to apply for wellness grant opportunities.

## **8. Facilitate collaboration among CoSA departments to offer wellness-related resources to employees and families by December 31, 2008**

Facilitate information- and resource-sharing at Department Head Meetings to create opportunities for wellness initiatives.

Utilize available departmental resources (human, facilities, and equipment)

Several departments possess essential resources that can enhance the employee wellness program. There are also a handful of departments who have already taken steps towards utilizing their resources for the health benefits of their employees.

The Parks & Recreation Department (Parks) has created a wellness committee to help guide their efforts for both employee and community wellness. The newly hired Wellness Coordinator will be managing all activities at the Levi Strauss building when it opens in Spring 2008. Parks is also making plans to open the Jesse James Leija Gym to downtown employees so they can participate in open gym activities, as well as fee-based fitness classes.

Other CoSA departments also have been proactive and supportive of wellness efforts, such as the Library, Metro Health, Planning and Community Development, and Public Works. Several more have potential to be great assets to the program through collaboration and the contribution of their individual resources, including the Department of Community Initiatives, Human Resources, Asset Management, the City Manager's Office, and Convention, Sports, and Entertainment Facilities.

The San Antonio Fire Department (SAFD) is currently in the planning stages of developing a firefighter-specific wellness plan, at the strong recommendation of the Texas Commission on Fire Protection.

The CoSA Wellness Manager will work closely with departmental wellness coordinators and committees to ensure consistent messaging, efficient use of resources, and to prevent duplication of efforts.

**Goal 2: To establish and maintain a physical work environment that is conducive to the adoption and maintenance of healthy behaviors**

**1. Provide employees with healthier food and beverage options by March 31, 2008**

Install clings (identification labels) on vending machines City-wide to identify healthier food and beverage items by August 2007.

Conduct Meeting Well training for employees who order meals/snacks for meetings and conferences by March 2008. *Meeting Well* is an American Cancer Society program that supports the idea of having healthier food options at City-sponsored meetings.

**2. Provide clean, attractive, and safe stairwells at all worksites by December 31, 2008**

Revitalize Plaza De Armas stairwells to encourage employees to take the stairs by providing a safe and welcoming stairwell. Collaborations with Asset Management Department will begin in November 2007.

Revitalize stairwells in other worksites according to plan developed by Wellness Advisory Committee, as budgets allow.

**3. Provide point-of-decision prompts at elevators, stairwells, vending machines, and break rooms to encourage healthy eating and/or physical activity by December 31, 2007**

Distribute prompts to Team Leaders and Facilities Managers for display by December 2007. Change as necessary.

**Goal 3: To enhance the employee benefits plan to reflect the health and wellness needs of CoSA employees and their families**

**1. Enhance and increase wellness-related medical services available to employees and their families by December 31, 2008**

Increase Wellness Benefit amount provided for annual physical exams by January 2008. The amount available to each employee will be based on age bands and family history.

Provide health screenings for employees by December 2008. Coordinate with TPA, as well as discuss options on how to provide screenings for all employees, including covered and non-covered, uniform and civilian. Discuss options for including retirees.

Provide flu shots to all employees and spouses and no cost.

## **2. Increase accessibility to medications for disease management and tobacco cessation**

Provide nicotine replacement therapy (NRT) (gum, lozenge, or patch) to complement the Quitline smoking cessation phone counseling by January 2008. Provide NRT at no cost or for the standard co-pay of other prescription medication for those who are referred through or utilize Quitline or other smoking cessation counseling.

Provide low or no-cost medications to employees with diabetes, high cholesterol, and hypertension. This will increase the appropriate usage of the medications and decrease emergency care.

## **3. Provide incentives to employees for participating in wellness activities**

Provide \$100 contribution per employee & spouse in Health Care Flexible Spending Account for participation in specified wellness activities. Implement for 2008 calendar year.

## **4. Provide stress management programs to employees by January 2009**

Retain and promote Employee Assistance Program. Wellness Manager will consult with vendor about usage of program, and assist in promotion if needed.

Provide plan coverage for massage therapy by January 2009. Recommend that massage therapy be reviewed as an addition as a covered service by CoSA health plan. Parameters to be discussed.

## **5. Provide wellness services to employees**

Conduct bi-annual health expo to allow employees to participate in a variety of health screenings. Screenings may be available at multiple locations throughout the City. The health expos will be in place of the annual Employee Health Fair. The health expos may become an opportunity to partner with Bexar County. The first event will be in the Spring of 2008.

Provide online tool for employees, sponsored and maintained by TPA. The tool should be linked to CoSA wellness website, and will contain personal logs to track physical activity and food consumption, as well as allow employees to view personal health profile with recommendations. Links to disease-specific information and resources for weight management, stress management, and smoking cessation will also be on the site. The site should be available to the employees during the 2008 calendar year.

Conduct monthly wellness seminars that will be coordinated by TPA Wellness Coordinator and CoSA Wellness Manager. The TPA will provide speaker who is a professional in each chosen topic, and the seminar will be open to all employees, beginning in January 2008.

Provide personal diabetes management sessions by appointment or offer monthly opportunities for walk-ins at different sites. This will be a recommendation to the TPA and pharmacy vendors, and will tentatively begin in January 2008.

Conduct a Health Risk Assessment every three years for all CoSA employees and spouses. This will be conducted by the TPA. Personal reports will be sent to employees, as well as be available online. An aggregate report will be provided to CoSA. The date of the first HRA is to be determined.

## **F. Future Recommendations**

The employee wellness program is a comprehensive, continually-evolving campaign that will change as organizational and employee needs change. New programming and initiatives will be implemented as needed.

There are several additional initiatives that have been suggested by CoSA employees that CoSA may wish to incorporate into the Wellness Program at a later date.

### **Wish List:**

- Provide an onsite wellness center and/or fitness center to encourage employees to engage in physical fitness by providing a low- or no-cost venue that is easily accessible. This would also complement many of the other wellness initiatives, such as the walking groups and clubs, as well as the flex-time for participation in wellness activities. The wellness center could encompass not only access to physical activity, but also a place to acquire health information. The center could also be the base for wellness seminars, a wellness library, and a meeting space for support groups, Weight Watchers groups, and the Wellness Advisory Committee.
- Provide an onsite cafeteria that supplies USDA-recommended portion sizes and nutritional information for all the food and beverage items available. This strategy has been successfully used by USAA.
- Provide nutritionist consultation for employees who need assistance in meal-planning and grocery shopping. CoSA can either hire or contract with a dietician or nutritionist to consult with employees by appointment. Employees can get two free consultations per year. A visit with the nutritionist would count as a wellness activity in the incentive points plan described in Goal 3, Strategy 3.
- Allow flex time for participation in physical fitness activities. Employees can arrange the times with their supervisors to determine the balance of their work hours. For example, if an employee takes an extended lunch to go to the gym, he or she will arrange to work late on the same day or another day in the same pay period.
- Conduct annual CoSAlympics, a wellness competition for employees. All activities will be wellness-based to encourage all employees to participate. Individual sports could include competitions like “Favorite Desserts Under 200 Calories” or “Identify that Fruit”. A planning committee will develop the plan for implementation, as well as the categories of competition. Following the format of the Olympics, the CoSAlympics will have seasonal “sports”.
- Conduct intramural sports for the employees who want to engage in competitive athletic activities. This is another initiative that USAA provides to their employees.



- Encourage casual days as a CoSA-supported initiative. The purpose is to allow employees to dress comfortably enough that they can easily go for a walk on breaks or lunch (athletic shoes). An option would be that employees are required to walk if they want to participate in casual days. Another option is to have casual days on the same day as the monthly Walk with the City Manager.
- Establish a recognition program for employees who make individual lifestyle changes. This would be similar to the Star program at CoSA, and to the department recognition program in Goal 1, Strategy 3. Employees would be nominated by supervisors or co-workers for making significant lifestyle changes or serving as a wellness mentor to others. Recognition can be for either individuals or groups. Recognition for employees will be at department head meetings.
- Provide a seasonal day care facility for summer and holidays. Finding adequate child care is a major cause of stress, and can sometimes be a barrier to being able to come to work. Providing a drop-in child care service for employees who need emergency or irregular child care could reduce stress and absenteeism. Child care would be at the employee's expense.
- Provide shower facilities, changing rooms, and bike racks that encourage walking /biking to work and other daily physical activity. Research would need to be done to see what is already available at CoSA worksites City-wide. The facilities would need to be phased in as budgets allow.
- Provide "PE" classes to employees who want to engage in non-traditional physical activity. Employees can attend after-hours physical education programs based on high school curriculum.

## **G. Other Issues**

While this strategic plan intends to be comprehensive and all encompassing, there are a handful of issues that need to be addressed for maximum success of the program. These issues will be some of the first to be discussed by the Wellness Advisory Committee.

### Uniform v. Civilian

Because of the different health plans, civilian and uniformed employees will not have equal access to wellness initiatives offered through the TPA. Even though many initiatives are not related to the health plan, Human Resources will need to maintain a close relationship with uniform representatives to ensure that all employees will be able to access the maximum potential of the Wellness Program.

### Non-covered lives

Employees who choose to waive the benefits offered through the health plan should still have access to wellness activities. Every effort will be made to ensure that those employees are given the same opportunities to participate in CoSA wellness initiatives.

### Retirees

There has been no mention of retirees in this document, but they are an important part of our population, as well as a significant factor when calculating health care costs. Human Resources will discuss at what level and timeframe retirees will be included in the program.

### Supervisor discretion for wellness participation

While the program is supported by top management, the fact still remains that some employees do not participate in wellness activities during the workday because of real or perceived disapproval by supervisors. Many employees are afraid that their supervisor will not think that attending wellness activities is good use of their time, and some supervisors do in fact express that to their employees. Many employees and supervisors are not clear as to whether they can participate in wellness activities on work time. For example, employees who log their physical activity and food consumption on an online journal may or may not feel comfortable taking five minutes per day to input the information, even if it is tied to a CoSA-sponsored program. Some are also reluctant to attend seminars that are longer than their usual lunch time.

## **Conclusion**

By creating a corporate culture of wellness at the City of San Antonio, and by providing the employees with access to tools that assist them in taking responsibility for their own health, the ultimate result will be a healthier, more productive workforce.

The gradual introduction of policies, guidelines, and environmental changes will facilitate the growth and acceptance of the employee wellness program city-wide, as employees recognize and embrace CoSA's support of employee health and wellness. The incorporation of incentive-based programs will also aid in increasing employee participation, which is a vital factor to the success of the program.

Incorporating wellness into the employee health plan, another essential component to CoSA's success in achieving the goal of a healthier workforce, will be another vital message to employees that CoSA is helping them to help themselves. By offering accessible preventive care and disease management tools, which include services and medications, CoSA will likely realize a significant financial return on investment, as well as the invaluable increase in employee morale, loyalty, and health.

The employee wellness program will be the catalyst to institutionalize the culture of wellness throughout the City, which will be an attraction to potential employees, as well as play a role in the retention of current employees.

***Whether you think you can, or  
you think you can't, you're right.  
– Henry Ford***

## **Attachments**

# Bathroom Banter!

Your private connection to wellness...brought to you by



October 5 - 26, 2007

...working to reduce obesity, diabetes, and arthritis in San Antonio by promoting and supporting increased physical activity, improved nutrition and the prevention or cessation of tobacco use.



8 a.m., December 1, 2007  
Brackenridge Park

Free to all CoSA employees,  
their families and friends!

On-line registration available  
now on the CoSA Web!

**Breast Cancer Awareness Month**  
There is no sure way to prevent breast cancer, but a woman might **reduce her risk** by addressing risk factors:

- Avoid alcohol
- Exercise regularly
- Maintain a healthy body weight
- Breast-feed for several months



**\*\*National Mammography Day, October 19\*\***

1 cup of cooked  
PUMPKIN  
49 calories  
3 grams of fiber  
5,135 mcg beta  
carotene

Exercise and Nutrition  
go hand-in-hand in  
preventing and curing  
diabetes!!

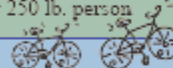
**Ladies and Gentlemen,  
it is Flu Season!!**

**Why do YOU need a flu shot??**

- The annual flu kills an estimated 36,000 people in the United States.
- Each year the Flu virus changes, which is why we get shots annually.
- The flu causes symptoms such as fever, headache, sore throat, weakness, and muscle aches.



**Burn calories on your bike!**  
**Ride for one hour and burn...**  
270 calories for 150 lb. person  
360 calories for 200 lb. person  
450 calories for 250 lb. person



**2007 Step Out to Fight Diabetes**  
Saturday, October 27, 2007

Did you know that 14% of Bexar County residents have diabetes, compared to 7% of the general population?

Join the CoSA team by contacting your Department Team Captain! You can help fight diabetes by participating in the Walk (and get some exercise), or by donating!

**Fire Prevention Week**

(October 7-13)

"Practice Your Escape Plan!" is the theme of Fire Prevention Week 2007. It's not enough to have a home fire escape plan. To escape safely, you've got to make sure that everyone in the home has practiced the plan.

**When it comes to escape plans, practice is key!**



**Laughter is the Best Medicine**  
It has been shown laughter is good for the heart, lowers blood sugar, decreases stress, burns calories, increases life span, and improves overall quality of life!!

Bathroom Banter requests or submissions: 207-2807 or [wellness@sanantonio.gov](mailto:wellness@sanantonio.gov)

## **City of San Antonio Employee Wellness Team Leaders**

As a function of the City of San Antonio (CoSA) Employee Wellness program, we are asking that each department select an appropriate number of **Employee Wellness Team Leaders** to facilitate program efforts at the ground level. Larger departments may want to select multiple representatives to ensure adequate quantitative and geographic coverage. The team leaders will attend an annual orientation to learn about the Wellness Program and their responsibilities within it.

Team Leaders will act as department liaisons for all Wellness communications, as well as lead their teams in city-sponsored activities, such as charity walks and interdepartmental wellness challenges. They will coordinate health and wellness activities specific to their teams, like facilitating educational seminars and health screenings. Team Leaders must have e-mail access on a regular basis to ensure timely delivery of information.

Team Leaders will serve on a calendar year basis (January 1 - December 31). At the end of each year, the Department Director or Division Head may extend the current representative(s) or assign a new one. If an employee chooses to resign their position from the City or as a Wellness Team Leader, the Director or Manager will assign someone to fill the position for the remainder of the year.

### **General responsibilities:**

- Motivate and encourage teams
- Serve as departmental communication liaison
- Recruit for group/team activities
- Coordinate/facilitate wellness activities
- Must have e-mail access

### **Time commitment**

- **Annually:** Attend training on roles and responsibilities (probably 2 - 4 hours)
- **Quarterly:** Organize team activities
- **Monthly:** Schedule & facilitate wellness presentations
- **Weekly to quarterly:** Update awareness initiatives at the worksite (signage, posters, bulletin board items)
- **Weekly:** Distribute health messages and information